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Proposed programme budget for the biennium 2018-2019**

Part IV
International cooperation for development

Section 15
Human settlements

(Programme 12 of the biennial programme plan for the period 2018-2019)***

Contents

		Page
Overview		2
A.	Policymaking organs	11
B.	Executive direction and management	12
C.	Programme of work	17
	Subprogramme 1. Urban legislation, land and governance	18
	Subprogramme 2. Urban planning and design	22
	Subprogramme 3. Urban economy and municipal finance	25
	Subprogramme 4. Urban basic services	29
	Subprogramme 5. Housing and slum upgrading	32
	Subprogramme 6. Risk reduction, rehabilitation and urban resilience	36
	Subprogramme 7. Urban research and capacity development	39
D.	Programme support	43
Annexes		
I.	Organizational structure and post distribution for the biennium 2018-2019	44
II.	Summary of follow-up action taken to implement relevant recommendations of the oversight bodies	45

* Reissued for technical reasons on 24 May 2017.

** A summary of the approved programme budget will be issued as A/72/6/Add.1.

*** A/71/6/Rev.1 and the forthcoming report of the Secretary-General on the consolidated changes to the biennial programme plan for the biennium 2018-2019.

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Overview

Table 15.1 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	22 074 400
Technical adjustments (removal of non-recurrent requirements)	(1 888 200)
New and expanded mandates	624 100
Other changes	(282 300)
Total resource change	(1 546 400)
Proposal of the Secretary-General for 2018-2019[a]	20 528 000

[a] At 2016-2017 revised rates.

Table 15.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	75	1 USG, 1 D-2, 4 D-1, 9 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (OL) and 23 LL
Redeployment	–	1 P-5 and 1 P-3 from subprogramme 3 to subprogramme 5 2 P-4 and 1 P-3 from subprogramme 7 to subprogramme 5 1 P-4 and 1 P-2 from subprogramme 7 to subprogramme 6 1 P-4 from subprogramme 3 to subprogramme 2 1 LL from subprogramme 4 to subprogramme 2 1 LL from subprogramme 4 to subprogramme 1
Abolition	(2)	1 P-4 under subprogramme 3 and 1 LL under subprogramme 4
Proposed for the biennium 2018-2019	73	1 USG, 1 D-2, 4 D-1, 9 P-5, 15 P-4, 14 P-3, 5 P-2/1, 2 GS (OL) and 22 LL

Overall orientation

15.1 The United Nations Human Settlements Programme (UN-Habitat) is the specialized programme for sustainable urbanization and human settlements in the United Nations system. The mandate of the programme is derived from General Assembly resolution 3327 (XXIX), by which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly elevated the United Nations Centre for Human Settlements to the United Nations Human Settlements Programme.

15.2 The Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996, specified key responsibilities of UN-Habitat. More recently, in the New Urban Agenda, adopted by the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito in October 2016, Member States reaffirmed the role and expertise of UN-Habitat, within its mandate, as a focal point for sustainable urbanization and human settlements, in collaboration with other United Nations system entities, recognizing the linkages between sustainable urbanization and, inter alia, sustainable development, disaster risk reduction and climate change. It also invited the Secretary-General to report on the progress in the

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; LL, Local level; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

implementation of the New Urban Agenda every four years and further stated that the preparation of the report would be coordinated by UN-Habitat in close collaboration with other relevant entities of the United Nations system, ensuring an inclusive United Nations system-wide coordination process. It underlined the importance of UN-Habitat, given its role within the United Nations system as a focal point on sustainable urbanization and human settlements, including in the implementation, follow-up to and review of the New Urban Agenda, in collaboration with other United Nations system entities.

15.3 In addition, Goal 11 of the Sustainable Development Goals, contained in the recently adopted 2030 Agenda for Sustainable Development, calls upon the global community to make cities and human settlements inclusive, safe, resilient and sustainable. This stand-alone Goal, in addition to other specific targets under other Goals, promotes an integrated, holistic and universal approach to urbanization. The focus of UN-Habitat and its strategic plan for 2014-2019 is fully aligned with Goal 11 and related goals. UN-Habitat is uniquely placed to support countries towards the achievement of Goal 11, its targets and related goals.

Towards the New Urban Agenda

15.4 The six-year strategic plan for the period 2014-2019 is being implemented through three successive biennial strategic frameworks, for 2014-2015, 2016-2017 and 2018-2019. The direction of the present strategic framework has been further guided by the New Urban Agenda. In the light of the New Urban Agenda and with a view to enhancing the effectiveness of UN-Habitat, Member States requested the Secretary-General to submit to the General Assembly during its seventy-first session an evidence-based and independent assessment of UN-Habitat. The results of the assessment requested in paragraph 172 of the New Urban Agenda and General Assembly resolution 71/235 should guide the direction of the strategic framework.

15.5 The rapidly increasing dominance of cities as the habitat of humankind places the process of urbanization among the most significant global trends of the twenty-first century. Sustainable urbanization is now accepted as a positive and broader force that can help the world overcome some of its major global challenges, such as climate change, poverty and inequality, most notably in the adoption of the New Urban Agenda at the Habitat III conference in Quito, in October 2016. The strategic plan for 2014-2019 identifies key challenges in urbanization and human settlements and sets out a vision and a strategic direction for addressing them, including a new vision of the role of urbanization in sustainable development.

15.6 In response to the assertion by Governments and partners at the Habitat III conference of the importance of sustainable urbanization, UN-Habitat promotes a proactive approach to urban development that integrates all facets of sustainable development to promote equity, welfare and shared prosperity. UN-Habitat is focused on all levels of human settlement, from small rural communities, villages and market towns to intermediate cities and metropolises. In driving this approach to sustainable urbanization, UN-Habitat aims to be a specialized programme, providing unique products to Governments and other partners.

15.7 Considering the close linkages between urbanization and climate change and the importance of urban planning, transport and buildings to climate action, the strategic framework builds on multi-stakeholder initiatives supporting cities and subnational authorities in the implementation of the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. UN-Habitat will support cities and human settlements in reducing their environmental impact and emissions and address their impact on human and public health and climate change, enhance urban resilience, help cities to access climate finance and support vertical integration schemes that empower cities to take climate action and implement global targets at the local level.

15.8 Within the framework of the strategic plan for 2014-2019, UN-Habitat has addressed the challenges and opportunities of the twenty-first century through a three-pronged approach that emphasizes urban legislation, urban planning and design, and urban economy and municipal finance, which are the first three areas of focus of the strategic plan for 2014-2019 and the basic

tools for achieving sustainable urban development. Housing, urban basic services and urban risk reduction build on the foundation provided by the three-pronged approach to fully address the basic needs of the people living in cities, including people in vulnerable situations.

Implementation

15.9 The programme of work of UN-Habitat will be jointly implemented by its branches and regional offices under a matrix structure, specifically with a view to supporting integrated approaches to sustainable urbanization. In this respect, the programme of work will include a cohesive portfolio of projects and initiatives that will respond to recent global strategic processes, including, within the mandate of UN-Habitat, the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Sendai Framework for Disaster Risk Reduction 2015-2030, the Paris Agreement under the United Nations Framework Convention on Climate Change and the outcome of the 2016 high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants entitled "New York Declaration for Refugees and Migrants". The following seven subprogrammes will serve as the vehicle for support by UN-Habitat to Member States and other partners in the implementation of the New Urban Agenda and related global priorities:

(a) Subprogramme 1: Urban legislation, land and governance;

(b) Subprogramme 2: Urban planning and design;

(c) Subprogramme 3: Urban economy and municipal finance;

(d) Subprogramme 4: Urban basic services;

(e) Subprogramme 5: Housing and slum upgrading;

(f) Subprogramme 6: Risk reduction, rehabilitation and urban resilience;

(g) Subprogramme 7: Urban research and capacity development.

15.10 During the biennium, UN-Habitat will promote and support the development of national urban policy frameworks for sustainable urbanization and human settlements, in line with resolution 25/4 of the Governing Council of UN-Habitat. In implementing the subprogrammes, the main strategies that UN-Habitat and partners will employ include undertaking advocacy efforts to raise awareness of sustainable urbanization issues, providing evidence-based policy advice, building capacities, developing tools, norms and standards based on best practices, implementing demonstration projects that can evolve to scale on the basis of approaches demonstrated to be successful and providing assistance to Governments, local authorities and other stakeholders responsible for urban issues.

15.11 UN-Habitat will increase outreach efforts and disseminate key messages to enhance global awareness and sensitization of sustainable urbanization issues among national Governments, local authorities and other partners, as well as the public. The main mechanisms for advocacy, outreach and communication will be the World Urban Campaign, the World Urban Forum and flagship publications.

15.12 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to legislation, land and governance. UN-Habitat will support the development of effective legislation for urban development and governance models for inter-municipal cooperation and, building on the experience of the Global Land Tool Network and in partnership with local government organizations, address existing urban land problems and opportunities, as requested by Member States.

15.13 Subprogramme 2, Urban planning and design, will provide local, subnational and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities and the peri-urban and rural areas through planning and design at different scales and all levels. The subprogramme will also

focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting the principle of optimization of the population density and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity, in order to increase urban value and productivity and equitable access to basic services.

15.14 Subprogramme 3, Urban economy and municipal finance, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and enhance their contribution to employment and wealth creation. The subprogramme will contribute to the formulation and implementation of effective urban strategies, municipal finance and policies supportive of local economic development and the creation of decent urban jobs and livelihoods, especially for young people.

15.15 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for better integrating and expanding access to urban basic services. Policy and technical cooperation will be undertaken with partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy. The subprogramme will contribute to improvement in air quality by reducing air pollution resulting from transport activities and the continued reliance on polluting energy sources for indoor lighting and cooking. It will explore the use of information and communications technologies (ICT) to improve service provision. The subprogramme will improve access to drinking water and improved sanitation in underserved communities. It will also link the provision of basic services to the increase in productivity in cities and their capacity to generate employment.

15.16 Subprogramme 5, Housing and slum upgrading, will pursue the promotion of the progressive realization of the right to adequate housing as a component of the right to an adequate standard of living for all, through the promotion of policies that increase the supply of adequate and sustainable housing, upgrade existing slums and prevent the development of new slums. This prevention effort will be made on the basis of a strategic approach to housing that places housing at the centre of the city and of urban policies.

15.17 Subprogramme 6, Risk reduction, rehabilitation and urban resilience, will engage in both reducing urban risk and disasters and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities and other human settlements in terms of both disaster prevention and disaster response, especially by promoting "rebuilding by design".

15.18 Subprogramme 7, Urban research and capacity development, will report the results of local and global monitoring and assessment to Governments and Habitat Agenda partners by conducting research on key topics and producing the *World Cities Report* and other knowledge products associated with the implementation of the knowledge management strategy. As part of the data revolution, the subprogramme will further develop the City Prosperity Initiative to support, upon request by appropriate authorities, data collection, analysis and reporting at the national and city levels, including support to local urban observatories. The subprogramme will provide expertise in developing institutional and individual capacities.

15.19 UN-Habitat will strengthen mainstreaming of the cross-cutting issues of gender, youth, climate change and human rights. In line with the Sustainable Development Goals, it will promote full and effective participation and equal opportunities for women and men in all its normative and operational activities, including those relating to land, housing, urban basic services and employment, to address the continuing disparities. In the past few decades, youth unemployment has emerged as a serious urban challenge in both developing and developed countries, often contributing to political unrest. UN-Habitat will ensure that youth issues are mainstreamed in its normative and operational work through appropriate programming, as well as through a monitoring system that uses data disaggregated by gender and age. In mainstreaming human rights in human settlements and sustainable urbanization initiatives, in all its programmes and projects, UN-Habitat will follow principles of equality, non-discrimination, inclusion, participation and

accountability that leave no one behind. Given the significant impact that cities have on climate change, UN-Habitat will continue to work to combat climate change and its effects. The Programme Division will oversee the effective mainstreaming of cross-cutting issues.

15.20 UN-Habitat implements its programme of work by strongly integrating the normative and operational aspects of its work. This hybrid approach is one of the key comparative advantages of UN-Habitat. Its normative work drives the development of its programme and the formulation of its projects. The results of the operational work of the programme will be captured, and the knowledge gained will inform the normative work of UN-Habitat. The delivery of the UN-Habitat programme of work at the regional and country levels is largely led by the regional offices, in full accordance with national priorities. In this regard, UN-Habitat will move to further strengthen national ownership of programmes at the country level through its country programme documents, under the United Nations Development Assistance Framework, where one exists, and always in support of national strategic planning mechanisms.

15.21 The effective and efficient delivery of services is essential for the future of UN-Habitat, with regard to being viewed as fit for purpose and providing value for money. UN-Habitat will continue to reform and develop its business and service models, in close consultation with Member States. In the first instance, it will proceed with whatever reforms are possible within its current architecture, working within the Secretariat. However, the results of the assessment of UN-Habitat requested in the New Urban Agenda could lead to an adjustment of its architecture, which could, in turn, significantly enhance speed, impact, cost-effectiveness and the deployment of programme resources and activities. This will have a significant impact on the achievement of development outcomes in the field.

15.22 During the biennium 2018-2019, UN-Habitat will further strengthen results-based management in programmes, projects, policies and activities, in line with Governing Council resolution 25/3. In order to strengthen coherence and alignment in programme implementation and to ensure that all organizational units, including regional offices, are delivering the approved work programme, UN-Habitat will enhance planning, monitoring and reporting mechanisms and resource mobilization efforts. UN-Habitat will continue to monitor and report on progress made in implementing the strategic plan and the work programme and budget. It will explore the implementation of more strategic approaches with regard to results and evidence, including through the strengthening of results-based management to fit its needs. In line with its evaluation policy, UN-Habitat will undertake corporate, programme and project evaluations, as well as self-evaluations, of all projects that close during the biennium.

15.23 The work of UN-Habitat contributes to the three pillars of the United Nations of peace and security, human rights and the rule of law, and development, as follows: development, by promoting sustainable urban development, integrated planning and investment; peace and security, through its work on strengthening the resilience of cities and human settlements and on post-disaster and post-conflict reconstruction and rehabilitation; and human rights and the rule of law, by promoting the progressive realization of the right to adequate housing as a component of the right to an adequate standard of living and other recognized human rights and by ensuring that the work of UN-Habitat is built on a framework that promotes, protects and respects human rights and promotes systemic change through transparent and accountable rules and institutions.

15.24 At the global, regional and national levels, UN-Habitat will coordinate, cooperate and collaborate with United Nations funds, agencies and programmes to support the implementation of the New Urban Agenda by Governments. In addition, it will work closely with Governments, local authorities, international financial institutions, regional development banks, foundations, the private sector, public-private partnerships, academic and research institutions and many other partners, in line with its partnership strategy.

Overview of resources

15.25 The overall resources proposed for the biennium 2018-2019 for this section amount to $20,528,000 before recosting, reflecting a net decrease of $1,546,400 (or 7.0 per cent) compared with the appropriation for 2016-2017. Resource changes result from three factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements; (b) new and expanded mandates; and (c) other resource changes. The proposed resource level provides for the full, efficient and effective implementation of mandates.

15.26 The distribution of resources is reflected in tables 15.3 to 15.5.

Table 15.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

				Resource changes							
Component	*2014-2015 expenditure*	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and or across section(s)*	*Other*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A Policymaking organs	9.0	73.0	–	–	–	–	–	–	73.0	6.6	79.6
B Executive direction and management	5 943.2	5 883.5	(1 888.2)	–	–	(5.9)	(1 894.1)	(32.2)	3 989.4	169.3	4 158.7
C Programme of work											
1 Urban legislation, land and governance	2 359.9	2 039.3	–	–	89.2	(7.7)	81.5	4.0	2 120.8	68.7	2 189.5
2 Urban planning and design	2 581.8	2 133.8	–	–	399.5	(7.5)	392.0	18.4	2 525.8	89.6	2 615.4
3 Urban economy and municipal finance	3 509.6	2 853.5	–	–	(925.9)	(147.4)	(1 073.3)	(37.6)	1 780.2	70.2	1 850.4
4 Urban basic services	2 161.5	2 009.5	–	–	(178.4)	(86.9)	(265.3)	(13.2)	1 744.2	59.6	1 803.8
5 Housing and slum upgrading	867.5	796.4	–	–	1 495.8	(8.5)	1 487.3	186.8	2 283.7	78.5	2 362.2
6 Risk reduction, rehabilitation and urban resilience	793.9	858.3	–	–	521.5	(10.3)	511.2	59.6	1 369.5	54.0	1 423.5
7 Urban research and capacity development	4 072.5	3 667.9	–	624.1	(1 401.7)	(8.1)	(785.7)	(21.4)	2 882.2	103.3	2 985.5
Subtotal	**16 346.6**	**14 358.7**	–	**624.1**	–	**(276.4)**	**347.7**	**2.4**	**14 706.4**	**523.9**	**15 230.3**
D Programme support	2 289.2	1 759.2	–	–	–	–	–	–	1 759.2	49.9	1 809.1
Subtotal	**24 588.0**	**22 074.4**	**(1 888.2)**	**624.1**	–	**(282.3)**	**(1 546.4)**	**(7.0)**	**20 528.0**	**749.7**	**21 277.7**

(2) *Extrabudgetary*

	2014-2015 expenditure	*2016-2017 estimate*	*2018-2019 estimate*
A Policymaking organs	–	–	–
B Executive direction and management	22 072.8	27 231.0	26 092.0
C Programme of work	315 317.2	424 775.9	437 729.6

	2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
D. Programme support	15 562.9	8 566.0	16 552.2
Subtotal	**352 952.9**	**460 572.9**	**480 373.8**
Total	**377 540.9**	**482 647.3**	**501 651.5**

Table 15.4 **Post resources**

	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
Category	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
ASG	–	–	–	–	–	–	1	1	1	1
D-2	1	1	–	–	–	–	4	2	5	3
D-1	4	4	–	–	–	–	11	6	15	10
P-5	9	9	–	–	–	–	35	27	44	36
P-4/3	30	29	–	–	–	–	66	38	96	67
P-2/1	5	5	–	–	–	–	7	8	12	13
Subtotal	**50**	**49**	**–**	**–**	**–**	**–**	**124**	**82**	**174**	**131**
General Service										
Other level	2	2	–	–	–	–	6	2	8	4
Subtotal	**2**	**2**	**–**	**–**	**–**	**–**	**6**	**2**	**8**	**4**
Other										
Local level	23	22	–	–	–	–	76	52	99	74
Subtotal	**23**	**22**	**–**	**–**	**–**	**–**	**76**	**52**	**99**	**74**
Total	**75**	**73**	**–**	**–**	**–**	**–**	**206**	**136**	**281**	**209**

Table 15.5 **Distribution of resources by component**

(Percentage)

Component	Regular budget	Extrabudgetary
A. Policymaking organs	0.4	–
B. Executive direction and management	19.4	5.5
C. Programme of work		
1. Urban legislation, land and governance	10.3	12.4
2. Urban planning and design	12.3	14.4
3. Urban economy and municipal finance	8.7	10.9
4. Urban basic services	8.5	14.5
5. Housing and slum upgrading	11.1	13.9
6. Risk reduction, rehabilitation and urban resilience	6.7	17.5
7. Urban research and capacity development	14.0	7.5
Subtotal	**71.6**	**91.1**
D. Programme support	8.6	3.4
Total	**100.0**	**100.0**

Technical adjustments

15.27 Resource changes reflect the removal of non-recurrent requirements totalling $1,888,200 relating to the establishment of the secretariat to prepare for Habitat III, and the evidence-based and independent assessment of UN-Habitat following the adoption of the New Urban Agenda, in line with General Assembly resolution 71/256.

New and expanded mandates

15.28 Resource changes of $624,100 mainly reflect the provision for new mandates pursuant to General Assembly resolution 71/256 on the New Urban Agenda. In the New Urban Agenda, UN-Habitat, other United Nations programmes and agencies and other relevant stakeholders were encouraged to generate evidence-based and practical guidance for the implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals, in close collaboration with Member States, local authorities, major groups, and other relevant stakeholders, as well as through the mobilization of experts. The key components of the New Urban Agenda that will require additional resources are: (a) developing and implementing urban policies that promote cooperation among local and national governments and build multi-stakeholder partnerships to enable the achievement of sustainable integrated urban development; (b) strengthening urban governance, rules and regulations to enhance municipal finance; and (c) strengthening urban and territorial planning to best utilize the spatial dimension of the urban form and deliver the urban advantage.

Changes within and/or across section(s)

15.29 Resource changes reflect the internal redeployment of 10 posts, as reflected in table 15.2. The proposed redeployments reflect the restructuring of UN-Habitat in line with the strategic plan for 2014-2019 and the priorities established by Member States in the New Urban Agenda. The UN-Habitat matrix management structure is intended to provide the required normative and technical work supported by the regular budget across the seven subprogrammes. In particular, the changes allow UN-Habitat to strengthen the reporting and monitoring activities that were formerly concentrated in one branch. The current approach is not consistent with the requirements of UN-Habitat, nor is it consistent with the requirements of Member States related to the implementation of the New Urban Agenda and Sustainable Development Goal 11. The reporting and monitoring activities currently concentrated in one branch are proposed to be spread across the seven branches, with the Research and Capacity Development Branch taking more of a coordinating role, drawing on data collected and managed across the other branches and the regional offices.

Other changes

15.30 Resource changes reflect a reduction of $282,300, made possible from efficiencies that UN-Habitat plans to bring about in the biennium 2018-2019. The proposed reduction is a result of the efforts of UN-Habitat to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019.

15.31 For UN-Habitat, these efficiencies translate into a reduction in requirements for post resources under the programme of work amounting to $399,500, offset in part by a net increase of $117,200 in requirements for non-post resources, reflecting a decrease of $5,900 under executive direction and management and an increase of $123,100 under the programme of work.

Extrabudgetary resources

15.32 UN-Habitat receives cash and in-kind contributions, which complement regular budget resources and continue to be vital in the delivery of its mandates. During the biennium 2018-2019, estimated extrabudgetary resources (cash contributions) amount to $480,373,800, consisting of $37,677,000 in post resources and $442,696,800 in non-post resources. A total of 209 posts are expected to be funded from extrabudgetary resources in the biennium 2018-2019. The level of staffing represents an overall decrease of 72 posts compared with an estimated 281 posts in the biennium 2016-2017. The decrease in extrabudgetary posts relates to the reduced level of non-earmarked voluntary contributions foreseen for 2018-2019. The extrabudgetary resources would be used to support the implementation of the work programme of UN-Habitat and to finance technical cooperation activities. The increase of $19,800,900 over the estimates for 2016-2017 would provide for specific technical activities at the country level and for specific normative activities that are part of the work programme of UN-Habitat and derive from its mandates. The increase under programme support is in line with recent expenditure patterns. The growth in technical cooperation activities reflects increasing demand for UN-Habitat advisory services and for support in capacity-building and operational activities at the regional and country levels. The most significant increase in the global normative work is in urban planning and design and urban economy and municipal finance, while for the Arab States, it is in technical cooperation.

15.33 Anticipated in-kind contributions for the biennium 2018-2019 would provide mainly for rent-free premises, equipment and gratis personnel with an estimated value of $2.2 million.

Other information

15.34 Pursuant to General Assembly resolution 58/269, the Secretary-General has been requested to identify resources for the conduct of monitoring and evaluation. During the biennium, UN-Habitat will strengthen evaluation of its subprogrammes, programmes and projects. All projects closing within the biennium will have self-evaluation reports. The Evaluation Unit will prepare a detailed biennial evaluation plan, which will include external evaluations, self-evaluations and activities to strengthen internal evaluation capacities and to facilitate the sharing of knowledge and good practice in evaluation, including updating the evaluation recommendation tracking system. It is estimated that for the biennium 2018-2019, resources for the conduct of monitoring and evaluation would amount to $3,200,000, representing 48 work-months of staff at the Professional and higher category and 24 work-months at the General Service level. Post resources of $356,000 would be funded from the regular budget and $348,800 from extrabudgetary resources. Non-post resources in the amount of $2,495,200 would be funded from extrabudgetary resources. Lessons learned and recommendations from evaluation activities will be used to inform the implementation of activities, outputs and indicators of achievements as well as to influence the design of new programmes and projects. The Evaluation Unit will also promote knowledge-sharing with respect to evaluation findings in order to foster a cultural change towards managing for results, leading to improved performance, enhanced accountability, transparency and learning from programme implementation.

15.35 Following a review of the publications pertaining to each subprogramme, it is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 15.6 and as detailed in the output information for each subprogramme.

Table 15.6 **Summary of publications**

	2014-2015 actual			*2016-2017 estimate*			*2018-2019 estimate*		
Publications	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	6	8	15	–	1	4	5	5	5
Non-recurrent	7	6	166	22	–	55	58	58	58
Total	**13**	**14**	**181**	**22**	**1**	**59**	**63**	**63**	**63**

15.36 Pursuant to the Secretary-General's bulletins ST/SGB/1997/5, ST/SGB/2002/14 and ST/SGB/2009/3, the United Nations Office at Nairobi continues to provide administrative and other support services to UN-Habitat with the purpose of achieving economies of scale and ensuring greater efficiency and cost-effectiveness. The support includes financial services, administration of personnel, building and grounds maintenance, space planning and allocation, travel and transportation services, registry and pouch services, inventory control, procurement services, information and communications technology (ICT) support, security and safety services and conference services. The United Nations Office at Nairobi charges UN-Habitat for its services in support of extrabudgetary activities based on an agreed cost-sharing framework.

15.37 Within the United Nations, UN-Habitat will cooperate with the regional economic commissions on human settlements issues; the United Nations Environment Programme on urban environment assessments, resource-efficient cities, green buildings and sustainable housing and land management; the United Nations Centre for Regional Development on capacity-building for urban planners; the secretariat of the United Nations Framework Convention on Climate Change on urban climate-change planning; the secretariat of the Convention on Biological Diversity on cities and biodiversity; the United Nations Development Programme (UNDP) on local governance issues, training and capacity-building skills, disaster risk reduction and recovery; the United Nations Office for Disaster Risk Reduction on the implementation of the City Resilience Profiling Programme and the campaign to make cities resilient; the Food and Agriculture Organization of the United Nations on urban and peri-urban agriculture and land; the World Health Organization on urban planning guidelines, the Safer Cities Programme and urban indigenous peoples and health issues; the United Nations Educational, Scientific and Cultural Organization on urban planning related to cultural heritage sites and migration; the Department of Economic and Social Affairs of the Secretariat and the regional commissions on follow-up to the United Nations Conference on Sustainable Development; the Office of the United Nations High Commissioner for Refugees on shelter issues for refugees; the United Nations Children's Fund on the urban emergency response strategy and the Safer Cities Programme; the Office for the Coordination of Humanitarian Affairs on coordination of the response to post-crisis emergencies; the United Nations Entity for Gender Equality and the Empowerment of Women on gender mainstreaming, the empowerment of women and the Safer Cities Programme; the United Nations Office on Drugs and Crime on the Safer Cities Programme; the World Bank Institute on slum upgrading and prevention case studies; and the Office of the United Nations High Commissioner for Human Rights on mainstreaming housing rights under the United Nations Housing Rights Programme. UN-Habitat will also collaborate with many United Nations system agencies on the United Nations Development Assistance Frameworks and under the "Delivering as one" initiative at the country level.

A. Policymaking organs

Resource requirements (before recosting): $73,000

15.38 In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in General Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II. The Governing Council is composed of 58 Member States, which have a membership term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat in Nairobi. During the sessions, the Governing Council reviews the biennial programme of work of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation and the operational activities that are carried out by UN-Habitat.

15.39 The sessions bring together representatives of all of the members of the Governing Council, all other Member States of the United Nations and the specialized agencies and appropriate United Nations bodies, entities, intergovernmental organizations and other entities, local authorities, other Habitat Agenda partners and non-governmental organizations, the private sector, the Global Parliamentarians on Habitat, women's groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. In 2015, the Governing Council of UN-Habitat requested the Committee of Permanent Representatives to establish a Working Group on the Work Programme and Budget to meet at least four times in a biennium. The Working Group is responsible for reviewing, among other things, progress made in the implementation of the biennial work programme and budget and implementation of audit and evaluation recommendations, in particular those of the Office Internal Oversight Services.

15.40 The distribution of resources for policymaking organs is reflected in table 15.7.

Table 15.7 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	73.0	73.0	–	–
Total	**73.0**	**73.0**	**–**	**–**

15.41 The provision of $73,000 would provide for other staff costs in support of the substantive servicing of the meetings of the Governing Council of UN-Habitat and hospitality requirements during its biennial sessions.

15.42 The Committee of Permanent Representatives normally meets eight times during a biennium, while its two subcommittees and the Working Group on the Work Programme and Budget hold approximately 78 meetings in a biennium. The Governing Council, its intersessional subsidiary body, the Committee of Permanent Representatives, the two subcommittees and the Working Group are serviced by the secretariat of the Governing Council.

B. Executive direction and management

Resource requirements (before recosting): $3,989,400

15.43 Executive direction and management falls under the responsibility of the Executive Director, supported by the Deputy Executive Director, and includes the Policy and Strategic Planning Unit, the Evaluation Unit, the secretariat of the Governing Council, the Division of External Relations and the liaison offices in New York, Geneva and Brussels. The Executive Director provides overall direction on the effective and efficient implementation of the work programme and budget of UN-Habitat, and coordinates its relations with Member States, United Nations offices, programmes, funds, agencies and other partners in the system-wide implementation of the Habitat Agenda, the 2030 Agenda for Sustainable Development and other relevant mandates. The performance of executive direction and management functions will be supported by a number of units, as described below.

15.44 The Policy and Strategic Planning Unit will coordinate the preparation of the strategic plan for 2020-2025. It will also develop and update other key policy and strategic documents, ensuring programmatic and substantive coherence in the approaches to addressing emerging urban challenges and opportunities, and also in ensuring that such approaches benefit from the latest evidence-based thinking on sustainable urban development and human settlements issues. Those other documents will be the basis for inputs by UN-Habitat to United Nations system-wide policy documents and reports, and also to decisions of the General Assembly and the Economic and Social Council.

15.45 The Evaluation Unit will support the programme in carrying out its evaluation function by preparing a biennial evaluation plan and will manage, support and facilitate strategic and other evaluations in line with the approved evaluation plan to inform learning, decision-making and performance improvement and accountability. The evaluations will be prioritized to ensure optimal coverage of the UN-Habitat work programme and thematic priorities. Mandatory and strategic evaluations prioritized by UN-Habitat will be conducted as part of the evaluation plan for 2018-2019. The Unit will continue to use the Evaluation Recommendation Tracking System to track the implementation of evaluation recommendations. The Unit will also build capacity in evaluation processes within UN-Habitat in the context of results-based management.

15.46 The secretariat of the Governing Council will coordinate and facilitate the meetings of intergovernmental bodies, ensuring that organizational units submit documents for circulation to those bodies by the agreed deadlines, and ensure that the organization implements their decisions on time, including resolutions of the Governing Council. It will further support the Executive Director in maintaining strong working relationships with Permanent Missions to UN-Habitat.

15.47 The Partners and Inter-Agency Coordination Branch will be the focal point for liaising with other agencies within the United Nations system and other intergovernmental organizations, and for policy-level coordination of partnerships with Habitat Agenda partners. The Branch will ensure that major partner groups are kept adequately informed of UN-Habitat activities by disseminating the policies, programmes and projects of the organization to gain broader support for and understanding of the Habitat Agenda. It will also coordinate the engagement of UN-Habitat with regional development banks and regional economic commissions and lead preparation and implementation of the private sector strategy.

15.48 The Outreach Branch will coordinate and support advocacy and awareness-raising platforms and initiatives, including the World Urban Forum, the World Urban Campaign, the World Habitat Day, the World Cities Day, the Urban October, the Urban Thinkers Campus and the Urban Journalism Academies. It will support UN-Habitat in Governing Council sessions, national urban forums, national habitat committees and regional ministerial conferences. The Branch will also catalyse and coordinate advocacy-related partnerships, such as multi-stakeholder groups, local authorities (through the United Nations Advisory Committee of Local Authorities) and others.

15.49 The Corporate Communications Branch will facilitate all activities geared towards making sustainable urbanization widely understood and closely associated with UN-Habitat across the globe. The Branch will implement the communications strategy to support programme project development and implementation, public and donor partner information, internal communications and the promotion of a positive corporate image of UN-Habitat globally. The Branch will also support the strengthening of communication actions at the regional and country levels and provide communications support to advocacy and outreach activities.

15.50 The UN-Habitat liaison offices in New York and Brussels will represent the Programme in the activities of the United Nations and development partners and facilitate engagement with Member States at these locations. The offices will participate in the work of the General Assembly, the Economic and Social Council and other intergovernmental bodies, and in interdepartmental and inter-agency meetings to provide substantive support in meetings and policy dialogues on human settlements. The offices will also support resource mobilization efforts and carry out outreach and advocacy activities, including on humanitarian and post-crisis reconstruction and rehabilitation.

Table 15.8 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: The overall objective of executive direction and management is to lead and ensure efficient and effective implementation of the UN-Habitat mandates and strategic plan for 2014-2019, compliance with United Nations policies and procedures, and transparent and ethical management of the organization.

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced policy coherence in the management of human settlements activities in the United Nations system	Number of United Nations system organizations integrating, in collaboration with UN-Habitat, human settlements issues in their key policy and programme documents	Target	20	20	8	
		Estimate		20	8	
		Actual			24	
(b) Improved use of performance information from evaluations to influence management decision-making and performance improvement	(i) Percentage of accepted evaluation recommendations implemented within the planned time	Target	80	90	80	60
		Estimate		80	80	60
		Actual			77	60
	(ii) Percentage of programme and project managers reporting improved performance at the project level as a result of evaluation findings and recommendations	Target	72	70	65	50
		Estimate		70	65	50
		Actual			71	50
	(iii) Percentage of projects with a budget value over $1 million that have been evaluated by external evaluators	Target	60	30	20	
		Estimate		30	20	
		Actual			20	8
(c) Enhanced engagement of Habitat Agenda partners and the United Nations system in sustainable urban development	(i) Number of partners in the UN-Habitat partnerships database actively contributing to policy dialogue or project implementation	Target	1 500	1 300	1 000	
		Estimate		1 300	1 000	
		Actual			1 000	600
	(ii) Number of joint activities undertaken with Habitat Agenda partners on sustainable urban development	Target	50	40	30	
		Estimate		40	30	
		Actual			30	
(d) Enhanced awareness of the public and the media about sustainable urban development	(i) Number of digital news articles specifically mentioning UN-Habitat	Target	3 500	3 000	2 500	
		Estimate		3 000	2 500	
		Actual			2 500	
	(ii) Number of UN-Habitat electronic publication downloads from the UN-Habitat website [millions]	Target	2.8	2.5	2.2	
		Estimate		2.5	2.2	
		Actual			2.2	2.0
	(iii) Number of Twitter and Facebook followers	Target	100 000	80 000	60 000	
		Estimate		80 000	60 000	
		Actual			60 000	38 000
(e) Enhanced transparency and ethical management	(i) Increased percentage of UN-Habitat staff equipped with knowledge and skills on ethics	Target	85	98	80	
		Estimate		80	80	
		Actual			75	

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018-2019	2016-2017	2014-2015	2012-2013
	(ii) Percentage of the UN-Habitat project portfolio reporting on the International Aid Transparency Initiative (IATI) standard	Target	97	95	90	
		Estimate		95	90	
		Actual			90	50
	(iii) Percentage of implementing partners reporting on the IATI standard	Target	50	15		
		Estimate		15		
		Actual				
(f) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Percentage of timely submission of documentation	Target	100			
		Estimate				
		Actual				
(g) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

External factors

15.51 Success in attaining the planned results will be subject to the following assumptions: (a) Governments, development partners and other Habitat Agenda partners continue to prioritize and invest in sustainable urban and human settlements development; and (b) Member States effectively support the UN-Habitat work programme with necessary core and earmarked resources and appropriate institutional and policy frameworks; (c) Member States and local authorities continue to request technical assistance from UN-Habitat in the implementation of their policies, programmes and projects; and (d) Member States support the involvement of partners in human settlements activities at the national, regional and international levels.

Outputs

15.52 The outputs to be delivered during the biennium 2018-2019 are reflected in table 15.9.

Table 15.9 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
Substantive servicing of meetings	
1. Twenty-seventh session of the Governing Council of UN-Habitat	1
2. Committee of Permanent Representatives	8
Parliamentary documentation	
3. Executive Director's policy statements and opening addresses at sessions of the Governing Council	2
4. Report of the Secretary-General on implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)	2
5. Report of the Executive Director on activities of the United Nations Human Settlements Programme, including coordination matters	1
Other services	
6. Regional ministerial conferences (Asia-Pacific Ministerial Conference on Housing and Urban Development (2018), African Ministerial Conference on Housing and Urban Development (2018), Meeting of Ministers and High-level Authorities of Housing and Urban Development of Latin America and the Caribbean (2018))	3

Outputs	*Quantity*
Other substantive activities (regular budget/extrabudgetary)	
Non-recurrent publications	
7. Proposed UN-Habitat strategic plan for 2020-2025	1
Special events	
8. World Urban Forum	1
9. World Urban Campaigns	2
10. World Urban Campaigns on the Move monthly	4
11. Regional United Nations inter-agency coordination meetings on delivering the New Urban Agenda as one	2
12. Exhibitions on implementation of the New Urban Agenda at the twenty-seventh session of the Governing Council and at the World Urban Forum in 2018	2
13. World Cities Day	1
14. World Habitat Day	1
15. National urban forums	1
16. National habitat committees	1
Technical material	
17. United Nations inter-agency framework, policy and action plan on implementation of the New Urban Agenda	1
18. Update and maintenance of the portal for UN-Habitat governing bodies to facilitate interaction and provide reference documents	1
19. Newsletters on the World Urban Forum	4
20. Private sector strategy	1
21. Umbrella memorandum of understanding and cooperation agreements signed with United Nations agencies	4
22. Update and maintenance of the website and other communications tools containing links to major UN-Habitat initiatives	1
23. *Urban Insight* and *Urban Impact* series of newsletters	2
24. UN-Habitat briefing kit	1
25. Regional communications strategies	1
26. Social media campaigns, including digital infographics that explain and promote the New Urban Agenda and other key UN-Habitat concepts and activities	6
International cooperation and inter-agency coordination and liaison (regular budget/extrabudgetary)	
27. Liaising with other agencies within the United Nations system and other intergovernmental organizations	1
28. UN-Habitat inputs to reports of the Secretary-General and other United Nations system-wide documents	2
Technical cooperation (extrabudgetary)	
Advisory services	
29. United Nations Advisory Committee of Local Authorities strategic engagement with the United Nations system	1
30. Establishment of the development partners group on sustainable urban development	1
31. Strategic dialogues with Member States	2
32. Global UN-Habitat advocates' programme	1
33. Legal advice to the Executive Directors and senior managers	1
34. Final evaluation of the strategic plan for 2014-2019	1
35. Establishment of an urban facility trust in support of implementation of the New Urban Agenda	1

Outputs	*Quantity*
36. Handling of ethics complaints in accordance with established United Nations standards and procedures	1
37. Strengthening working relationships with Permanent Missions to UN-Habitat	1
Training, seminars and workshops	
38. Asia-Pacific Partners Forum on Delivering the New Urban Agenda and the Sustainable Development Goals	2
39. Building the knowledge and capacity of civil society in monitoring and reporting on the New Urban Agenda	2

15.53 The distribution of resources for executive direction and management is reflected in table 15.10.

Table 15.10 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	3 393.5	3 393.5	15	15
Non-post	2 490.0	595.9	–	–
Subtotal	**5 883.5**	**3 989.4**	**15**	**15**
Extrabudgetary	27 231.0	26 092.0	59	32
Total	**33 114.5**	**30 081.4**	**74**	**47**

15.54 The amount of $3,393,500 would provide for the continuation of 15 posts (1 Under-Secretary-General, 2 D-1, 2 P-5, 1 P-3, 2 General Service (Other level) and 7 Local level) to support the implementation of mandates under the programme.

15.55 Non-post requirements amounting to $595,900 would provide for other staff costs, consultants, experts, general operating expenses, travel of staff, contractual services, supplies and materials and furniture and equipment. The decrease of $1,894,100 compared with the appropriation for 2016-2017 is attributable mainly to the removal of non-recurrent requirements in 2016-2017 relating to secretariat of Habitat III and the assessment of UN-Habitat following the adoption of the New Urban Agenda, in line with General Assembly resolution 71/256, and under contractual services, taking into account efficiencies that the Department plans to bring about in 2018-2019.

15.56 During the biennium 2018-2019, extrabudgetary resources amounting to $26,092,000, reflecting a decrease of $1,139,000, would provide for 32 posts (1 Assistant Secretary-General, 1 D-2, 2 D-1, 3 P-5, 4 P-4, 4 P-3 and 17 Local level) and non-post resources for travel of staff, consultants, general operating expenses and other operational requirements.

C. Programme of work

15.57 The distribution of resources by subprogramme is reflected in table 15.11.

Table 15.11 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
1. Urban legislation, land and governance	2 039.3	2 120.8	7	8
2. Urban planning and design	2 133.8	2 525.8	7	9
3. Urban economy and municipal finance	2 853.5	1 780.2	11	7
4. Urban basic services	2 009.5	1 744.2	9	6
5. Housing and slum upgrading	796.4	2 283.7	3	8
6. Risk reduction, rehabilitation and urban resilience	858.3	1 369.5	4	6
7. Urban research and capacity development	3 667.9	2 882.2	12	7
Subtotal	**14 358.7**	**14 706.4**	**53**	**51**
Extrabudgetary	424 775.9	437 729.6	115	62
Total	**439 134.6**	**452 436.0**	**168**	**113**

Subprogramme 1
Urban legislation, land and governance

Resource requirements (before recosting): $2,120,800

15.58 Substantive responsibility for this subprogramme is vested in the Urban Legislation, Land and Governance Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 12, Human settlements, of the biennial programme plan for the period 2018-2019.

Table 15.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance	Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance, with the technical support of UN-Habitat	Target	36	30	23	12
		Estimate		30	23	12
		Actual			25	12
(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people	Increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people, implemented by partner local and national governments and other Habitat Agenda partners [partner local governments (city/municipality)]	Target	12	8	10	5
		Estimate		8	5	5
		Actual			5	1

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018-2019	2016-2017	2014-2015	2012-2013
	[partner national Governments]	Target	12	8	7	5
		Estimate		8	6	5
		Actual			5	2
	[other Habitat Agenda partners]	Target	25	15	10	5
		Estimate		15	10	5
		Actual		7	7	5
(c) Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	(i) Increased number of partner local and national governments and other Habitat Agenda partners that have developed initiatives that take into account the guidelines on decentralization and access to basic service for all [partner local governments]	Target	60	50	90	77
		Estimate		50	40	77
		Actual			40	30
	[partner national Governments]	Target	20	20	7	5
		Estimate		18	18	5
		Actual			18	12
	[Habitat Agenda partners]	Target	22	40		
		Estimate		20	31	
		Actual		35	31	16
	(ii) Increased number of partner local and national governments that have adopted local crime prevention strategies [partner local governments]	Target	110	100	12	7
		Estimate		100	90	7
		Actual			90	77
	[partner national Governments]	Target	10	8	13	8
		Estimate		8	6	8
		Actual			7	4

External factors

15.59 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is no unanticipated and sudden change in governance structures and priorities in targeted countries or cities; (b) extrabudgetary resources adequate to develop and maintain sustainability at the local level can be acquired; and (c) there is sufficient will among partners to collaborate at the local level.

Outputs

15.60 The outputs to be delivered during the biennium 2018-2019 are reflected in table 15.13.

Table 15.13 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
Other services	
1. Land-related policy, institutional and technical frameworks, tools and approaches to increase tenure security in the context of the Sustainable Development Goals and the New Urban Agenda	1
2. Plans and strategies to increase decentralized governance and urban management	1
3. Regional dialogues on land and conflict	1
Other substantive activities (regular budget/extrabudgetary)	
Non-recurrent publications	
4. Land-related policy, institutional and technical frameworks, tools and approaches to increase tenure security	3
5. Regional comparative analysis on priority essential law themes under the 2030 Agenda for Sustainable Development and the New Urban Agenda	1
6. Tools on priority essential law themes under the 2030 Agenda and the New Urban Agenda	1
7. Tools for impact assessment and scrutiny of priority essential law themes under the 2030 Agenda and the New Urban Agenda	1
8. Guidelines for the use of land tools	1
9. Knowledge platform on innovative experiences for inclusive local governance	1
10. Safety tools and holistic approaches to safety management	1
11. Consolidation of awareness-raising materials on localized enabling environments for the local implementation of the global agendas	1
12. Awareness-raising materials and definition of issues in urban law and the New Urban Agenda	1
Technical material	
13. Tools on priority essential law themes under the 2030 Agenda and the New Urban Agenda	1
14. Tools for impact assessment and scrutiny of priority essential law themes under the 2030 Agenda and the New Urban agenda	1
15. Guidelines for the use of land tools	1
16. Knowledge platform on innovative experiences for inclusive local governance	1
17. Safety tools and holistic approaches to safety management	1
18. Consolidation of awareness-raising materials on localized enabling environments for the local implementation of the global agendas	1
19. Awareness-raising materials and definition of issues in urban law and the New Urban Agenda	1
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
20. Development of legal instruments to implement national urban policy	1
21. Improving the knowledge and awareness of partners about land-related policy, institutional and technical frameworks, tools and approaches to increase tenure security	1
22. Facilitation of meetings of the United Nations Advisory Committee of Local Authorities	1
23. Technical support to local governments associations and city networks on multilevel and inclusive territorial management	1
Training courses, seminars and workshops	
24. Quality of law for urban development	1
25. Information management for quality urban law	1
26. Improving the capacity of local and national governments and other Habitat Agenda Partners to use tools and approaches to increase tenure security	1
27. Workshops for local stakeholders to foster the localization of global agendas	1

Outputs	*Quantity*
Field projects	
28. Global pilot projects in essential planning and development control law	1
29. Global pilot projects in essential informal settlements law	1
30. Global pilot projects for implementing tools and approaches to increase tenure security in selected countries	1
31. Implementing tools and approaches to increase tenure security in the Arab States and in Asia and the Pacific	2
32. Strengthening the development of pro-poor and fit-for-purpose land policy in Africa and in Asia and the Pacific	2
33. Strengthening the development of conflict-sensitive land management in Africa and in Asia and the Pacific	2
34. Promoting participatory and inclusive land readjustment in the Arab States	1
35. Strengthening human security and sustainable community development in Africa	1
36. Improving integrated security and crime prevention in Western Africa	1
37. Strengthening the implementation of strategies for the legal and institutional implementation of national urban policies	1
38. Developing foundations for the establishment of effective and accountable local government in Africa	1
39. Strengthening the implementation of policies and strategies for improved urban safety in Latin America and the Caribbean	1

15.61 The distribution of resources for subprogramme 1 is reflected in table 15.14 below.

Table 15.14 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 843.6	1 932.8	7	8
Non-post	195.7	188.0	–	–
Subtotal	**2 039.3**	**2 120.8**	**7**	**8**
Extrabudgetary	62 732.3	59 544.4	13	6
Total	**64 771.6**	**61 665.2**	**20**	**14**

15.62 The amount of $1,932,800 would provide for eight posts (1 P-5, 2 P-4, 3 P-3 and 2 Local level) to support the implementation of mandates under the programme. The increase of $81,500 compared with the appropriation for 2016-2017 is due to the proposed inward redeployment of one post of Administrative Assistant (Local level) from subprogramme 4 to provide administrative support to the regional offices.

15.63 Non-post resources amounting to $188,000 would provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The decrease of $7,700 compared with the appropriation of 2016-2017, primarily under contractual services, takes into account efficiencies that the Branch plans to bring about in 2018-2019.

15.64 During the biennium 2018-2019, extrabudgetary resources amounting to $59,544,400, reflecting a decrease of $3,187,900, would provide for six posts (1 P-5, 2 P-4, 1 P-3 and 2 Local level) and non-post resources, mainly to provide for consultants, experts, travel of staff, contractual services and general operating expenses, to carry out the UN-Habitat programme of work.

Subprogramme 2
Urban planning and design

Resource requirements (before recosting): $2,525,800

15.65 Substantive responsibility for this subprogramme is vested in the Urban Planning and Design Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 12, Human settlements, of the biennial programme plan for the period 2018-2019 and subsequent changes thereto. The Branch comprises the Regional and Metropolitan Planning Unit, the City Planning, Extension and Design Unit and the Climate Change Planning Unit.

Table 15.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved national urban policies or spatial frameworks for compact, integrated and connected, socially inclusive cities and for planned urban expansions adopted by partner metropolitan, subnational and national authorities	Increased number of partner metropolitan, subnational and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially inclusive cities	Target	6	4	12	
		Estimate		4	1	
		Actual			2	
	[partner metropolitan authorities]					
	[partner subnational authorities]	Target	3	2	1	
		Estimate		2	1	
		Actual			1	
	[partner national authorities]	Target	10	8	8	
		Estimate		8	6	
		Actual			6	4
(b) Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods and for planned urban expansions adopted and implemented by partner cities	Increased number of partner cities that have adopted policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods	Target	70	50	20	10
		Estimate		50	30	10
		Actual			30	10
(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, subnational and national authorities	Increased number of partner city, subnational and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation	Target	28	20	16	10
		Estimate		20	16	10
		Actual			15	10
	[partner city authorities]					
	[partner subnational authorities]	Target	3	2	2	1
		Estimate		3	2	1
		Actual			3	1
	[partner national authorities]	Target	14	9	7	4
		Estimate		9	7	4
		Actual		11	8	4

External factors

15.66 It is anticipated that the objectives and expected accomplishments will be achieved, provided that: (a) there is national commitment to urban policy reform for achieving the objective at a sufficient scale; (b) cities have the financial and technical resources necessary to formulate and implement plans and policies; and (c) the evolving international mechanisms and funding streams to address climate change encourage cities to act on climate change mitigation and adaptation.

Outputs

15.67 The outputs to be delivered during the biennium 2018-2019 are reflected in table 15.16.

Table 15.16 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
Other services	
1. Series of expert meetings, high level dialogues and peer-to peer meetings on national urban policies	1
2. Series of expert meetings on regional and metropolitan development, urban-rural linkages and the International Guidelines on Urban and Territorial Planning	1
3. Series of meetings on knowledge, lessons and approaches to emerging city planning issues and specific New Urban Agenda planning issues	1
Other substantive activities (regular budget/extrabudgetary)	
Non-recurrent publications	
4. Good practices and experiences at the regional and global levels on national urban policy and spatial frameworks	1
5. Good practices and examples on national, regional and metropolitan development, urban-rural linkages, landscape connectivity and/or the International Guidelines on Urban and Territorial Planning	1
6. Evidence-based policy guide on city-wide approaches to public and/or green space	1
7. Good practices and experiences in city planning, extension and design	1
8. Evidence-based policy guide on cities and climate change	1
9. Air quality management plan at the city level	1
10. Low emission urban development strategies at the city level	1
11. Neighbourhood plan for pro-poor climate resilience at the city/community level	1
12. Plan for electric two-wheelers and non-motorized transport at the city level	1
Special events	
13. International or regional conference on national urban policy	1
14. International scientific conference on cities and climate change co-organized with the Intergovernmental Panel on Climate Change	1
Technical material	
15. Series of guides, toolkits and profiles to support the development and implementation of national urban policies and national spatial frameworks	1
16. Series of case studies, profiles, toolkits and guides to support work on national urban policies, regional and metropolitan development, landscape connectivity and urban-rural linkages	1
17. Policy guidelines series on urban planning and design for the New Urban Agenda, with a focus on planned city extensions, planned city infills and new and intermediate towns and the integration and health of refugees/internally displaced people	1
18. Training tools for planning and design of public space and their regional adaptation	1
19. Urban planning tools on planning principles and on the International Guidelines on Urban and Territorial Planning at the city and neighbourhood levels	1
20. Urban air quality management decision support and capacity-building toolkit	1

Outputs	Quantity
21. Set of instruments on pro-poor planning for climate resilience in marginalized neighbourhoods	1
22. Methodology for rapid planning	1
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
23. National and subnational level (metropolitan) urban policy review and dialogues	1
24. Metropolitan planning, urban-rural linkages and the International Guidelines on Urban and Territorial Planning	1
25. Strengthening partnerships for the global platform for public space	1
26. Strengthening the Global Network of Urban Planning and Design Labs as a tool for sustainable planning in the context of the New Urban Agenda	1
27. Promoting project formulation, implementation and monitoring in urban planning and design	1
28. Strengthening city-wide and site-specific public space planning, upgrading and/or greening	1
29. Support by the Urban Planning and Design Labs to urban planning and design processes and documents, with a focus on planned city extensions, planned city infills, and new and intermediate towns	1
30. Vertical integration of urban low emission development strategies in national climate policies and reporting procedures	3
31. Mainstreaming climate change in national urban policies	1
32. Mainstreaming climate change in planning processes at the city level	1
33. Technical support for the development, implementation, and monitoring and evaluation of national urban policies	1
34. Strengthening project formulation, at the national and city levels, for multilateral climate funds	1
Training, seminars and workshops	
35. Policy dialogue sessions on national urban policies to support, inter alia, the formulation and implementation of New Urban Agenda action plans	1
36. Series of global and regional workshops in support of networks on national urban policy, metropolitan development, urban-rural linkages and the International Guidelines on Urban and Territorial Planning	1
37. Series of training courses on national urban policies, metropolitan planning, urban-rural linkages, action planning and the International Guidelines on Urban and Territorial Planning	1
38. Policy dialogue series on public and/or green space policies and planning approaches	1
39. Global and regional training programme on urban planning and design for the implementation of the New Urban Agenda, targeting cities and national planning stakeholders	1
40. Series of training courses, seminars and workshops on city climate action planning	1
41. Series of training courses, seminars and workshops on pro-poor planning for climate resilience at the city/community level	1
Field projects	
42. Development of national urban policies and spatial frameworks	5
43. Pilot testing of approaches, guidelines, frameworks and tools on national urban policy and spatial frameworks	1
44. Implementation of regional and metropolitan planning, including urban-rural linkages, the International Guidelines on Urban and Territorial Planning and green economy	5
45. Public space initiatives at the national and city levels	6
46. Support by the Urban Planning and Design Labs for city planning, extension and design and the three-pronged approach	1
47. Country-level urban planning and design in partner countries and cities in all regions	5
48. Strengthening climate action planning processes or ecosystem-based plans at the city level	4

15.68 The distribution of resources for subprogramme 2 is reflected in table 15.17.

Table 15.17 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 934.5	2 334.0	7	9
Non-post	199.3	191.8	–	–
Subtotal	**2 133.8**	**2 525.8**	**7**	**9**
Extrabudgetary	68 066.3	68 990.3	19	13
Total	**70 200.1**	**71 516.1**	**26**	**22**

15.69 The amount of $2,334,000 would provide for nine posts (1 D-2, 1 D-1, 1 P-5, 2 P-4, 1 P-3 and 3 Local level) to support the implementation of mandates under the programme. The increase of $392,000 compared with the appropriation for 2016-2017 is due to the proposed inward redeployment of one post of Programme Management Officer (P-4) from subprogramme 3 and one post of Administrative Assistant (Local level) from subprogramme 4 to provide administrative support to the regional offices.

15.70 Non-post resources amounting to $191,800 would provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The decrease of $7,500 compared with the appropriation for 2016-2017, primarily under contractual services, takes into account efficiencies that the Branch plans to bring about in 2018-2019.

15.71 During the biennium 2018-2019, extrabudgetary resources amounting to $68,990,300, reflecting an increase of $924,000, would provide for 13 posts (3 P-5, 2 P-4, 1 P-3, 1 P-2 and 6 Local level) and non-post resources, mainly to provide for consultants, experts, travel of staff, contractual services and general operating expenses, to carry out the UN-Habitat programme of work.

Subprogramme 3
Urban economy and municipal finance

Resource requirements (before recosting): $1,780,200

15.72 Substantive responsibility for this subprogramme is vested in the Urban Economy and Municipal Finance Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 12, Human settlements, of the biennial programme plan for the period 2018-2019 and subsequent changes thereto. The Branch comprises the Local Economic Development Unit, the Municipal Finance Unit and the Youth Unit.

Table 15.18 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(i) Increased number of partner cities that prepared local economic development plans	Target	20	8	8	3
		Estimate		8	6	3
		Actual			7	3
	(ii) Increased number of partner cities that set priorities based on local economic assessment	Target	27	13	15	5
		Estimate		13	7	5
		Actual			7	5
(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women	Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women, displaced populations, people with disabilities and other vulnerable populations	Target	48	19	25	10
		Estimate		40	15	10
		Actual			26	7
(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance	Target	36	24	5	3
		Estimate		24	12	3
		Actual			19	8

External factors

15.73 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) local authorities implement necessary legislative and institutional reforms in order to successfully carry out certain policies and strategies that are promoted, such as implementation of innovative land-based revenue-generating instruments; (b) devolution of authority to local governments comes with commensurate financial decentralization; (c) political and macroeconomic environments remain stable; and (d) the policy, institutional and funding conditions are favourable to implement programmes that can draw on knowledge and practice in youth-led development.

Outputs

15.74 The outputs to be delivered during the biennium 2018-2019 are reflected in table 15.19.

Table 15.19 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
Other services	
1. Methodology to identify competitive economic clusters for promoting local economic development in cities in developing countries	1
2. World Urban Youth Assembly	1
3. Quantifying the assets base of local governments in developing countries	1

Outputs	Quantity
4. Global municipal database	1
Other substantive activities (regular budget/extrabudgetary)	
Non-recurrent publications	
5. Value chain and supply chain analysis for promoting local economic development: the case of Saudi Arabia	1
6. Methodology to identify competitive economic clusters for promoting local economic development in cities in developing countries	1
7. Best practices on youth-based finance	1
8. Country youth reports	2
9. *Finance for City Leaders Handbook*, expanded edition	1
10. Quantifying public assets in urban authorities in developing countries	1
11. Methodologies and new approaches to metropolitan finance	1
12. International case studies on local infrastructure finance	1
13. Designing local infrastructure development funds	1
14. Rethinking statistics on local government financing	1
15. Financing local governments in Africa	1
16. *State of Urban Youth 2018-2019*	1
Technical material	
17. Economic analysis of developing renewable energy technologies	1
18. Youth training manual on entrepreneurship	1
19. Strategies to promote the involvement of youth in local economic development	1
20. A critical evaluation of the Urban Youth Fund programme	1
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
21. Promoting local economic development through value chain and supply chain analysis and economic clusters	5
22. Local authorities conduct rapid revenue assessments and prepare plans and/or strategies on improving local revenue generation in Asian, African, Arab and Latin America regions	8
Training courses, seminars and workshops	
23. Value chain and supply chain analysis for local economic development practitioners	1
24. Youth and peacebuilding	1
25. Information and communications technologies, entrepreneurship and governance	1
26. Mainstreaming and engaging youth in local and national governance	2
27. Employability, entrepreneurship and skills development for youth through the One Stop Youth Centres	2
28. Land-based financing strategies and Islamic financing strategies	1
29. Innovative local government financing strategies in Latin America and the Caribbean	1
30. Automation of local government accounting and billing systems	1
Field projects	
31. Promoting local economic development in cities and regions, including in post-conflict areas with productivity, urban layout and connectivity in Latin America and the Caribbean	1
32. Promoting community engagement and development of small and medium-sized enterprises in Asia	1
33. Local economic development and urban expansion, with a focus on young men and women in Arab States	1
34. Improving service delivery and local economic development in secondary towns in Africa	1

Outputs	Quantities
35. Promoting local economic development through investments in infrastructure development	1
36. Creation of new One Stop Youth Centres	2
37. Mapping and revitalization of public spaces and services	2
38. Establishing regional/country Youth Fund windows	1
39. Strengthening urban youth participation in creating and maintaining public spaces	1
40. Promoting the positive engagement of youth in the implementation of the New Urban Agenda and the Sustainable Development Goals	1
41. Promoting employment for youth through local economic development strategies in sub-Saharan Africa	1
42. Promoting sports as a tool for enhancing good governance, health, environment and public spaces	1
43. Promoting the revenue-generating capacity of local governments in Africa through infrastructure development funds and asset development corporations	1
44. Enhancing municipal revenue generation through property registration in Asia under the Municipal Governance Support Programme	1
45. Promoting local government revenue generation in Arab States through land-based and Islamic financing strategies	1
46. Strengthening municipal finance management in Africa	1
47. Urban expansion plans with revenue enhancement and local infrastructure funds in Latin America and the Caribbean	1
48. Supporting the municipal finance programme in Arab States	1
49. Promoting own-source revenue enhancement by supporting evaluation of property and property taxation in Africa	1
50. Promoting revenue generation and municipal financial management in Asia	1
51. Pilot cross-cutting transformative projects to serve as best practices for observing cross-cutting markers from implementation to evaluation	1

15.75 The distribution of resources for subprogramme 3 is reflected in table 15.20.

Table 15.20 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	2 540.6	1 304.4	11	7
Non-post	312.9	475.8	–	–
Subtotal	**2 853.8**	**1 780.2**	**11**	**7**
Extrabudgetary	36 518.5	52 505.9	15	7
Total	**39 372.0**	**54 286.1**	**26**	**14**

15.76 The amount of $1,304,400 would provide for seven posts (1 P-5, 1 P-3, 2 P-2 and 3 Local level) to support the implementation of mandates under the programme. The decrease of $1,073,300 compared with the appropriation for 2016-2017 reflects the proposed outward redeployment of three posts (1 Senior Programme Officer (P-5) and 1 Programme Management Officer (P-3) to subprogramme 5 and 1 Programme Management Officer (P-4) to subprogramme 2) to realign the functions to the emerging areas of engagement with the implementation of the New Urban Agenda.

and the abolition of 1 post of Programme Management Officer (P-4) as a result of the efficiency gains that the office plans to implement in 2018-2019.

15.77 Non-post resources amounting to $475,800 would provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The increase of $162,900 compared with the appropriation for 2016-2017, mainly relates to the proposed establishment of one position funded under general temporary assistance to cover peak workload periods in view of the proposed abolition of the P-4 Programme Management Officer post.

15.78 During the biennium 2018-2019, extrabudgetary resources amounting to $52,505,900, reflecting an increase of $15,987,400, would provide for seven posts (2 P-5, 2 P-4 and 3 Local level) and non-post resources, for consultants, experts, travel of staff, contractual services, general operating expenses and other operational requirements, to carry out the UN-Habitat programme of work.

Subprogramme 4
Urban basic services

Resource requirements (before recosting): $1,744,200

15.79 Substantive responsibility for this subprogramme is vested in the Urban Basic Services Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 12, Human settlements, of the biennial programme plan for the period 2018-2019 and subsequent changes thereto. The Branch comprises the Solid Waste Unit, the Urban Energy Unit, the Urban Mobility Unit and the Water and Sanitation Unit.

Table 15.21 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To increase equitable access to urban basic services and the standard of living of the urban poor

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, subnational and national authorities	Increased number of partner local, subnational and national authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all	Target	195	175	170	165
		Estimate		192	170	165
		Actual			189	165
	[partner local authorities]					
	[partner subnational authorities]	Target	10	8	7	5
		Estimate		8	5	5
		Actual			7	5
	[partner national authorities]	Target	35	32	30	27
		Estimate		32	30	27
		Actual			29	27

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018-2019	2016-2017	2014-2015	2012-2013
(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries with a focus on the urban poor	Increased amount of investments in urban basic services catalysed by UN-Habitat programmes in partner countries [millions of United States dollars]	Target	70	65	15	
		Estimate		65	50	
		Actual			53.5	
(c) Increased coverage of sustainable urban basic services in targeted communities	(i) Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions [millions]	Target	2.5	2.0	1.7	
		Estimate		2.0	1.7	
		Actual			1.7	
	(ii) Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions	Target	15 000	10 000	7 000	
		Estimate		10 000	7 000	
		Actual			7 000	
	(iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions	Target	500 000	250 000	60 000	
		Estimate		250 000	60 000	
		Actual			60 000	

External factors

15.80 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that there will be political stability, commitment, goodwill and conditions for good governance in the participating cities, regions and countries.

Outputs

15.81 The outputs to be delivered during the biennium 2018-2019 are reflected in table 15.22.

Table 15.22 **Categories of outputs and final outputs**

Outputs	Quantity
Technical material (regular budget)	
1. Settlement improvement plans in two plantation settlements	1
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
2. Strengthening the technical and management capacity of Governments and service providers to develop policies that ensure efficiency and effectiveness in service provision and to provide adequate levels of service for the urban poor and vulnerable groups	2
3. Developing and implementing bankable urban basic services infrastructure projects	4
4. Setting up and operating municipal solid waste management systems	6
5. Energy service providers on the adoption of clean energy and energy efficiency in the context of the Greener Cities Partnership	4
6. Uptake of electric mobility under the Urban Electric Mobility Initiative	2
7. Establishment of water operator partnerships and strengthening the capacity of water operators under the Global Water Operators' Partnership Alliance	3
8. Water and sanitation interventions in Africa	2
9. Policy support and policy guidance notes to develop local government energy strategies	2

Outputs	*Quantity*
10. Policy and sector reform to mainstream urban basic services into national urban policies and practices, with a particular focus on the poor and vulnerable groups	2
Training courses, seminars and workshops	
11. Advocacy on good practices to inform policy formulation on urban basic services	2
12. Advocacy for appropriate investment policies and practices that prioritize provision of basic services to the poor and vulnerable groups	2
13. Advocacy and awareness-raising activities to promote access to basic sanitation and hygiene	1
14. Capacity-building in the framework of national urban forums and the Arab Ministerial Forum for Housing and Urban Development	2
15. Improving the integration of walking and cycling with public transport in implementation of the commitment to sustainable urban mobility in the New Urban Agenda	2
16. Strengthening the capacity of Governments and services providers to develop and implement pro-poor infrastructure projects supported by regional development banks and other multilateral and bilateral financing institutions	2
17. Strengthening the capacity of Governments and water service providers under the water and sanitation for cities programme	2
18. Strengthening the capacity of local actors in sanitation, solid waste and wastewater management	2
19. Capacity-building in sustainable urban energy	2
20. Developing improved options for public transport in line with the commitment to sustainable urban mobility in the New Urban Agenda	2
Field projects	
21. Promoting increased investments to finance urban basic services through mechanisms for enhanced local revenue generation	1
22. Increased access to safe and affordable water supply under the water and sanitation for cities programme	7
23. Improving access to basic sanitation and hygiene under the water and sanitation for cities programme	3
24. Promoting energy efficiency measures and the use of clean energy under the energy for cities programme	4
25. Demonstration project on better design of walking and cycling integrated with public transport in line with the commitment to sustainable urban mobility in the New Urban Agenda	8
26. Development of innovative demonstration projects on decentralized, integrative, resource-efficient provision of water, energy and food in underserved slums or informal settlements	3

15.82 The distribution of resources for subprogramme 4 is reflected in table 15.23.

Table 15.23 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 752.7	1 485.1	9	6
Non-post	256.8	259.1	–	–
Subtotal	**2 009.5**	**1 744.2**	**9**	**6**
Extrabudgetary	64 280.8	69 728.6	13	6
Total	**66 290.3**	**71 472.8**	**22**	**12**

15.83 The amount of $1,485,100 would provide for six posts (1 P-5, 1 P-4, 2 P-3, 1 P-2 and 1 Local level), to support the implementation of mandates under the programme. The decrease of $265,300 compared with the appropriation for 2016-2017 is due to the proposed outward redeployment of 2 posts of Administrative Assistant (Local level) to subprogramme 2 and subprogramme 1 to provide administrative support to those subprogrammes and the proposed abolition of one post of Administrative Assistant (Local level) as a result of efficiencies that the office plans to bring about in 2018-2019.

15.84 Non-post resources amounting to $259,100 would provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The increase of $2,300 compared with the appropriation for 2016-2017 relates mainly to increased requirements under general temporary assistance to cover peak workload periods in view of the proposed abolition of posts.

15.85 During the biennium 2018-2019, extrabudgetary resources amounting to $69,728,600, reflecting an increase of $5,447,800, would provide for six posts (1 D-1, 3 P-5 and 2 P-4) and non-post resources, mainly to provide for consultants, experts, travel of staff, contractual services and general operating expenses, to carry out the UN-Habitat programme of work.

Subprogramme 5
Housing and slum upgrading

Resource requirements (before recosting): $2,283,700

15.86 Substantive responsibility for this subprogramme is vested in the Housing and Slum Upgrading Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 12, Human settlements, of the biennial programme plan for the period 2018-2019 and subsequent changes thereto. The Housing and Slum Upgrading Branch comprises the Slum Upgrading Unit and the Housing Unit.

Table 15.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve access to adequate and sustainable housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	(i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles	Target	40	35		
		Estimate		35	32	
		Actual			32	30
	(ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced evictions	Target	25	22	32	30
		Estimate		22	15	30
		Actual			12	6
	(iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools	Target	40	35	3	2
		Estimate		35	18	2
		Actual			18	2

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(b) Improved slum upgrading and prevention policies, strategies or programmes	(i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies	Target	42	36		
		Estimate		36	30	
		Actual			30	28
	(ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes	Target	56	48	30	21
		Estimate		48	34	21
		Actual			35	8
(c) Enhanced capacity of slum communities to partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums	(i) Increased number of partner countries that are enabling equitable community representation in coordinating bodies such as the national Habitat committees	Target	36	27		
		Estimate		27	9	
		Actual			9	
	(ii) Increased number of partner countries where communities are empowered to lead and implement initiatives	Target	46	36		
		Estimate		36	26	
		Actual			26	12

External factors

15.87 The subprogramme will achieve its objectives and expected accomplishments on the assumption that: (a) risks associated with changes in government that could potentially slow down the progress of initiatives on housing and slum upgrading will be minimal; (b) Member States and cities respond positively to the guidance and recommendations provided and have the financial and technical resources necessary to implement relevant programmes; and (c) social and political stability prevails in the areas where projects are being implemented.

Outputs

15.88 The outputs to be delivered during the biennium 2018-2019 are reflected in table 15.25.

Table 15.25 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
Other services	
1. Human rights working groups	1
Other substantive activities (regular budget/extrabudgetary)	
Non-recurrent publications	
2. Housing finance, sustainability and governance	1
3. Prevention of and alternatives to forced eviction	1
4. Housing culture and diversity: focusing on communities in vulnerable situations	1
Technical material	
5. Policy briefs on housing and slum upgrading	1
6. Series of thematic policy guides on implementing participatory slum upgrading programmes, urban renewal and infill	1
7. National and city coordination frameworks to support non-governmental and community-based organizations in endorsing New Urban Agenda principles for sustainable and inclusive slum upgrading	1

Outputs	Quantity
8. Series of guidelines and tools on community-managed projects	1
9. Series of guidelines and tools on community participation for inclusive slum upgrading in Africa, the Arab States, Asia and the Pacific and Latin America and the Caribbean	1
10. Series of practical guidelines on upgrading solutions for internally displaced people	1
11. Series of policy guides on upgrading and integration solutions for internally displaced people	1
12. Guidelines for assessing dilapidated inner urban neighbourhoods	1
13. Guidelines, including principles and options for relocation of poor communities focusing on using urban infill	1
14. Guidelines for pro-poor city extension	1
15. Strategies, campaigns and advocacy materials for mainstreaming an approach to housing that places housing at the centre of the city	1
16. Strategies, campaigns and advocacy materials for the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	1
17. Series of knowledge products to increase capacity in approaches to slum upgrading from global experience	1
18. Series of pro-poor inclusive urban policy and institutional reviews enabling city-wide, in situ, participatory, climate-resilient slum upgrading, urban renewal and infill	1
19. Series of national monitoring and evaluation frameworks for the implementation of slum upgrading strategies in line with the Sustainable Development Goals	1
20. Policy briefs and guidelines for promoting the realization of the right to adequate housing as a component of the right to an adequate standard of living	1
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
21. Joint partnership platform for resource mobilization from participatory slum upgrading	1
22. Strengthening South-South, North-South and triangular cooperation to facilitate exchanges between slum communities and between cities and foster the development of knowledge centres on participatory slum upgrading programmes	1
23. Enabling legislation, decentralized governance and inclusive urban management to support processes and outcomes of planning and design for informal settlements and slum upgrading	1
24. Promotion and facilitation of community-driven local actions for inclusive and sustainable slum upgrading in five cities	1
25. Mainstreaming the New Urban Agenda principles for city-wide strategies and for inclusive pro-poor urban renewal, infill and city extension in partner countries in Africa, the Arab States, Asia and the Pacific, Latin America and the Caribbean	1
26. Establishment of national habitat committees in line with the partnership strategy	1
27. Formulation and delivery of housing profiles in all regions	1
28. Formulation of and technical assistance on housing policy	3
29. Policy and technical assistance on housing implementation strategies	3
30. Policy and technical assistance on national housing legislation	1
31. Formulation of multi-country housing finance activities	1
32. Assistance in expanding the network on slum upgrading, urban planning and policies in Africa, the Arab States, Asia and the Pacific, Latin America and the Caribbean	1
33. Technical assistance for sustainable upscaling of strategies for slum upgrading at the national level using diverse partnership mechanisms in three countries	1
34. Promoting endorsement of implementation strategies and development of strategic projects and programmes at the country and city levels	1
35. Mainstreaming the people's approach in slum upgrading interventions in Asia and the Pacific	1
36. Promoting knowledge on approaches for slum upgrading through training elaborated with partner institutions for inclusive strategies and programmes in all regions	1
37. Promoting knowledge on financing slum upgrading at the city level	1

Outputs	Quantity
Training, seminars and workshops	
38. Series of Housing at the Centre training courses and webinars	1
39. National workshop series on the Global Housing Strategy	1
40. Prevention of forced evictions	1
41. Workshops on housing for communities in vulnerable situations at the city and community levels	1
42. Housing finance mechanisms	1
43. Series of workshops on increased awareness of the importance of slum upgrading and monitoring of urban poverty alleviation for sustainable urbanization in Africa, the Arab States, Asia and the Pacific, Latin America and the Caribbean	1
44. Series of workshops for empowering communities and local authorities to lead participatory slum upgrading programmes/projects at the city level	1
45. Capacity development for slum communities through dialogue, meetings, training and publications	1
46. Series of workshops for national and local governments, host communities, community-based organizations and non-governmental organizations to improve knowledge about solutions for internally displaced people	1
47. Increased capacity on solutions for internally displaced people and integrative approaches for cities and municipalities	1
48. Series of capacity development workshops leading to improved knowledge on inclusive and sustainable slum upgrading in the context of urban renewal infill and city extension	1
Field projects	
49. Promoting inclusive and improved coordination mechanisms for slum upgrading and urban poverty alleviation for inclusive urbanization in Africa, the Arab States, Asia and the Pacific, Latin America and the Caribbean	1
50. Ensuring improved access to housing, basic urban services and infrastructure for vulnerable communities and displaced people	1
51. Series of urban assessment studies for participatory city-wide poverty profiling	1
52. Promoting inclusive city-wide slum upgrading and resource mobilization strategies in five cities	1
53. Housing implementation projects	1
54. National housing programmes	1
55. Piloting the right to adequate housing as a component of the right to an adequate standard of living for internally displaced persons	1
56. Housing adequacy and affordability demonstration projects for communities in vulnerable situations at the city and community levels	1
57. Strategic projects for the decentralized and inclusive provision of basic services through partnerships between local authorities and communities	1
58. Community contracting and the People's Process	1
59. Community-managed projects for slum upgrading on land, housing and urban basic services	1
60. Participatory neighbourhood planning for slum upgrading	1
61. Participatory city-wide slum situation analysis for improved availability of data	1
62. Community-managed projects for slum upgrading with a focus on gender and youth	1
63. Community-managed projects for slum upgrading that increases climate resilience	1
64. Sustainable projects on participatory slum upgrading at the country and city levels in Africa, the Arab States, Asia and the Pacific and Latin America and the Caribbean	1
65. Data profiling on internally displaced people for improved availability of information for decision-making	1
66. Participatory planning and implementation of pilot projects for pro-poor urban transformation in selected cities	1

15.89 The distribution of resources for subprogramme 5 is reflected in table 15.26.

Table 15.26 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	709.4	2 205.2	3	8
Non-post	87.0	78.5	–	–
Subtotal	**796.4**	**2 283.7**	**3**	**8**
Extrabudgetary	87 980.1	66 757.9	20	13
Total	**88 776.5**	**69 041.6**	**23**	**21**

15.90 The amount of $2,205,200 would provide for eight posts (1 P-5, 4 P-4, 2 P-3 and 1 Local level), to support the implementation of mandates under the programme. The increase of $1,487,300 compared with the appropriation for 2016-2017 is due to the inward redeployment of five posts (1 Senior Programme Officer (P-5) and 1 Programme Management Officer (P-3) from subprogramme 3 and 1 Programme Management Officer (P-3) and 2 Programme Management Officer (P-4) from subprogramme 7). The redeployed posts will be embedded in the Programme Division and will provide technical advice on slum upgrading and housing strategies.

15.91 Non-post resources amounting to $78,500 would provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The decrease of $8,500, primarily under contractual services, takes into account efficiencies that the Branch plans to bring about in 2018-2019.

15.92 During the biennium 2018-2019, extrabudgetary resources amounting to $66,757,900, reflecting a decrease of $21,222,200, would provide for 13 posts (1 D-1, 4 P-5, 4 P-3, 1 P-2, and 3 Local level) and non-post resources, mainly to provide for consultants, experts, travel of staff, contractual services and general operating expenses, to carry out the UN-Habitat programme of work.

Subprogramme 6
Risk reduction, rehabilitation and urban resilience

Resource requirements (before recosting): $1,369,500

15.93 Substantive responsibility for this subprogramme is vested in the Risk Reduction and Rehabilitation Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 12, Human settlements, of the biennial programme plan for the period 2018-2019 and subsequent changes thereto. The Branch comprises the Settlements Recovery Unit, the Shelter Rehabilitation Unit and the Urban Risk Reduction Unit.

Table 15.27 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	Increased number of partner local, subnational and national governments that have included urban risk reduction and management in their plans [partner local and regional governments]	Target	147	135	26	16
		Estimate		135	100	16
		Actual			118	78
	[partner national Governments]	Target	62	14	10	5
		Estimate		41	7	5
		Actual			31	4
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction	Target	80	70	65	60
		Estimate		70	65	60
		Actual			65	60
(c) Improved shelter rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	Increased percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing	Target	75	50	45	40
		Estimate		50	45	40
		Actual			45	40

External factors

15.94 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there will be continued interest and willingness from donors and partners to provide financial and human resources; and (b) that national and local governments request support and have the absorptive capacity to implement recommended actions.

Outputs

15.95 The outputs to be delivered during the biennium 2018-2019, are reflected in table 15.28 below.

Table 15.28 **Categories of outputs and final outputs**

Outputs	*Quantity*
Other substantive activities (regular budget/extrabudgetary)	
Non-recurrent publications	
1. Trends in shelter rehabilitation and transforming camps into human settlements	1
2. Guidelines on urban resilience and urban disaster risk reduction	2
3. Building urban resilience in fragile States: trends and best practices	1
4. Adequate responses to urban crisis bridging the gap between humanitarian and development actors	1
5. Trends in settlement recovery	1
Technical material	
6. Standards and certification for resilience assessments	1
7. Standard operating procedures for efficient and timely humanitarian urban response, with a particular focus on the poor and vulnerable groups	1

Outputs	*Quantity*
8. Guidelines for delivery of resilience-based national, subnational and local policies in countries and cities at risk, enabling the integration of resilience-based urban planning and design central to anticipatory action	1
9. Guidance on developing profiles and inclusive resilience action plans in urban areas	2
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
10. Providing enhanced response to urban crisis, through the Emergency Response and Sustainable Reconstruction Programme, to Member States experiencing post-crisis settlements recovery challenges	2
11. Partner organizations to transform refugee camp setting to planned human settlements	2
12. Inter-Agency Standing Committee mechanisms, including principals, the Working Group and the Emergency Directors Group, clusters and assessments	2
13. Strengthening response for resilience recovery in urban crises, with a particular focus on the poor and vulnerable groups	2
Training courses, seminars and workshops	
14. Urban resilience and urban disaster risk reduction, with a particular focus on the poor and vulnerable groups	3
15. Awareness-raising workshop for policymakers and partners on post-crisis sustainable reconstruction approaches and tools	2
Field projects	
16. Strengthening city resilience profiling and disaster risk reduction projects, demonstrating inclusive rights-based and integrated sustainable approaches	5
17. Urban resilience	4
18. Settlements response: "building back better" post-crisis reconstruction programmes	9
19. Strengthening urban vulnerability mapping and assessment	6
20. Strengthening post-disaster and post-conflict needs assessments	2
21. Safer schools, phase 2: school reconstruction	1
22. Shelter camps: designing city extensions/urban infills that incorporate sustainable urban planning principles and integrate into local governance structure	2
23. Mainstreaming national urban resilience initiatives in national urban policies	3
24. Mainstreaming resilience principles and practices	3
25. Mainstreaming resilience principles and practices into post-crisis humanitarian and development operations and programmes	1

15.96 The distribution of resources for subprogramme 6 is reflected in table 15.29.

Table 15.29 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	748.0	1 269.5	4	6
Non-post	110.3	100.0	–	–
Subtotal	**858.3**	**1 369.5**	**4**	**6**
Extrabudgetary	81 606.5	84 157.6	21	14
Total	**82 464.8**	**85 527.1**	**25**	**20**

15.97 The amount of $1,269,500 would provide for six posts (2 P-4, 1 P-3, 1 P-2 and 2 Local level) to support the implementation of mandates under the programme. The increase of $511,200 compared with the appropriation for 2016-2017 is due to the proposed inward redeployment of one Programme Management Officer (P-4) and one Associate Programme Management Officer (P-2) from subprogramme 7 to support the work on increasing the resilience of cities and human settlements to the impacts of natural and human-made disasters and undertake response recovery and rehabilitation in ways that advance sustainable urban development in line with the New Urban Agenda.

15.98 Non-post resources amounting to $100,000 would provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The decrease of $10,300 compared with the appropriation for 2016-2017, primarily under contractual services, takes into account efficiencies that the Branch plans to bring about in 2018-2019.

15.99 During the biennium 2018-2019, extrabudgetary resources amounting to $84,157,600, reflecting an increase of $ 2,551,100, would provide for 14 posts (1 D-1, 6 P-5, 1 P-4, 2 P-3, 1 General Service (Other level) and 3 Local level) and non-post resources, mainly to provide for consultants, experts, travel of staff, contractual services and general operating expenses, to carry out the UN-Habitat programme of work.

Subprogramme 7
Urban research and capacity development

Resource requirements (before recosting): $2,882,200

15.100 Substantive responsibility for this subprogramme is vested in the Research and Capacity Development Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 7 of programme 12, Human settlements, of the biennial programme plan for the period 2018-2019 and subsequent changes thereto. The Branch comprises the Research Unit, the Capacity Development Unit and the Global Urban Observatories Unit.

Table 15.30 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local, national and global levels

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved monitoring of global urbanization conditions and trends	(i) Increased number of urban observatories using, upon approval by appropriate authorities, UN-Habitat monitoring tools, methods and data	Target	335	325	300	274
		Estimate		325	300	274
		Actual			303	274
	(ii) Number of partner national statistical offices producing urban data and indicators to support reporting on the Sustainable Development Goals	Target	45	35	35	15
		Estimate		35	25	15
		Actual			25	15
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels for evidence-based formulation	(i) Number of local and national governments that have used UN-Habitat knowledge products for policy formulation [local governments]	Target	400	350	500	
		Estimate		350	300	400
		Actual			300	200

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
	[national Governments]	Target	35	30	50	
		Estimate		30	10	40
		Actual			19	10
	(ii) Increased number of partners producing national and city reports to enhance local and national policy formulation	Target	18	13	20	10
		Estimate		13	10	10
		Actual			10	7
(c) Improved capacity of national and local authorities and partners to implement plans or strategies for sustainable urbanization	Increased number of national and local authorities and partners that have implemented plans or strategies for sustainable urbanization	Target	25	20	15	10
		Estimate			12	10
		Actual				10

External factors

15.101 The Subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) national and local governments have the necessary institutional and human resources to implement, manage and monitor the Sustainable Development Goals and the New Urban Agenda; (b) national and local governments have the required financial resources to respond to challenges ahead of them; (c) the technology and data associated with the implementation and monitoring of the Sustainable Development Goals and the New Urban Agenda support integration of spatial data and analysis; and (d) human, financial and institutional extrabudgetary resources for the effective implementation of the UN-Habitat knowledge management strategy are adequate.

Outputs

15.102 The outputs to be delivered during the biennium 2018-2019 are reflected in table 15.31.

Table 15.31 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
Other services	
1. Meetings in support of regional ministerial conferences and national urban development institutions	4
2. Gender forum and round table in the framework of the World Urban Forum	1
Other substantive activities (regular budget/extrabudgetary)	
Recurrent publications	
3. *World Cities Report*	1
4. *World Cities Report*, abridged version	1
5. Report on the implementation of the New Urban Agenda	1
6. Annual report on cross-cutting issues	2
Non-recurrent publications	
7. State of the region's cities report	3
8. State of the country's cities report	4
9. Handbook for mainstreaming cross-cutting issues under each subprogramme	7
Technical material	
10. Guiding framework (metadata) for tracking of spatial and non-spatial Sustainable Development Goals indicators	1

Outputs	Quantity
11. Global Sample of Cities Database enriched and expanded	1
12. Database on best practices, awards and systematization in support of knowledge management	1
13. Global urban database for Sustainable Development Goals and New Urban Agenda indicators	1
14. Systems and guidelines for expanding the project portfolio and strengthening project formulation, implementation, knowledge management, monitoring and reporting	4
15. Knowledge management system	1
16. Project review and approval manual and guidelines	1
17. Regional resource mobilization strategy	1
18. Advocacy material, strategies and campaigns on mainstreaming cross-cutting issues	1
19. Briefing and guidance notes on cross-cutting issues	1
20. Revised gender policy and plan for 2020-2025 in line with the strategic plan	1
21. Revised gender equality action plan	1
22. Guidelines on the contribution of UN-Habitat to the United Nations Development Group and delivering as one	1
23. Expanded UN-Habitat country programme documents aligned with the United Nations Development Assistance Framework and UN-Habitat strategic plans	12
24. Revised regional strategic plans, including road maps and tools for implementation	4
25. Gender audit and evaluation	1
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
26. City Prosperity Initiative to provide baseline data and monitor the implementation of the Sustainable Development Goals and the New Urban Agenda	4
27. Regional and national strategies for localization of Sustainable Development Goal 11 at the city level	4
28. Establishment of national and local urban observatories	1
29. Monitoring the Arab Strategy for Housing and Sustainable Urban Development	1
30. Best practices and lessons learned in the implementation of the New Urban Agenda	1
31. Monitoring the implementation of the common African position on the New Urban Agenda	1
32. Implementation of the Urban Centre of Excellence to support the New Urban Agenda	1
33. City Prosperity Initiative action plans and policies	1
34. Horizontal and vertical coordination of normative and operational work, including joint programming and implementation	2
35. Effective and efficient project management processes, including project review and approval processes	1
36. Project advisory group reviews to ensure compliance of each concept note and project document with the cross-cutting markers	1
37. Enhanced collaboration with the United Nations country teams and joint provision of policy advisory services and technical assistance for national capacity development and programme formulation and implementation	1
38. Advisory group on gender issues	2
Training courses, seminars and workshops	
39. Strengthening implementation of the UN-Habitat partnership with universities worldwide (UN1)	1
40. Series of lectures on the Urban Journalism Academy	1
41. Global urban learning series	1
42. Global training and capacity development on Sustainable Development Goal 11 and the New Urban Agenda	1
43. Capacity development for the City Prosperity Initiative	1
44. Regional training on localizing Sustainable Development Goal 11 at the city level	4

Outputs	Quantity
45. Online dissemination of the Sustainable Development Goals and New Urban Agenda training modules	1
46. Capacity development programme for evidence-based policy formulation	1
47. Technical capacity development on best practices initiatives	1
48. Continuing professional development programme on sustainable urbanization	1
49. Strengthening capacities of local authorities and key partners in conflict situations	1
50. Localizing urban-related Sustainable Development Goals	1
51. Cross-cutting training and workshops on human rights, gender equality, youth, climate change and environmental social safeguard systems	3
52. Inter-agency management training on unconscious bias	1
53. Joint training courses, seminars and workshops in support of national action plans for the implementation of the New Urban Agenda	4

15.103 The distribution of resources for subprogramme 7 is reflected in table 15.32.

Table 15.32 **Resource requirements: subprogramme 7**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	3 296.6	1 894.9	12	7
Non-post	371.3	987.3	–	–
Subtotal	**3 667.9**	**2 882.2**	**12**	**7**
Extrabudgetary	23 591.4	36 044.9	14	3
Total	**27 259.3**	**38 927.1**	**26**	**10**

15.104 The amount of $1,894,900 would provide for seven posts (1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 P-2 and 1 Local level) to support the implementation of mandates under the programme. The decrease of $785,700 compared with the appropriation for 2016-2017 is due to the proposed outward redeployment of five posts (2 Programme Management Officer (P-4 and P-3) to subprogramme 5 and 2 Programme Management Officer (P-4) and 1 Associate Programme Management Officer (P-2) to subprogramme 6).

15.105 Non-post resources amounting to $987,300 would provide for consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The increase of $616,000 compared with the appropriation for 2016-2017 reflects mainly the requirements pursuant to the General Assembly resolution 71/256 to support the New Urban Agenda.

15.106 During the biennium 2018-2019, extrabudgetary resources amounting to $36,044,900, reflecting an increase of $12,453,500, would provide for three posts (1 P-5 and 2 Local level) and non-post resources, mainly to provide for consultants, experts, travel of staff, contractual services and general operating expenses, to carry out the UN-Habitat programme of work.

D. Programme support

Resource requirements (before recosting): $1,759,200

15.107 Programme support will be delivered by the Management and Operations Division, which comprises Resource Management, Donor Relations and Resource Mobilization, Programme Planning and Reporting, Oversight and the Legal Unit. The Division will coordinate resource mobilization, financial and human resource management and administration, project administration, support services in the areas of ICT, information and knowledge management systems, business processes, oversight and legal functions as well as quality assurance functions comprising results-based management and programme planning, monitoring and reporting. UN-Habitat is supported by the United Nations Office at Nairobi in the areas of financial administration and accounting, human resource administration, business guidelines and processes, and ICT services, among others, and by other service providers, including UNDP and the United Nations Office for Project Services, for operations at the country and regional levels.

15.108 The distribution of resources for programme support is reflected in table 15.33.

Table 15.33 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 724.0	1 724.0	7	7
Non-post	35.2	35.2		
Subtotal	**1 759.2**	**1 759.2**	**7**	**7**
Extrabudgetary	8 566.0	16 552.2	32	42
Total	**10 325.2**	**18 311.4**	**39**	**49**

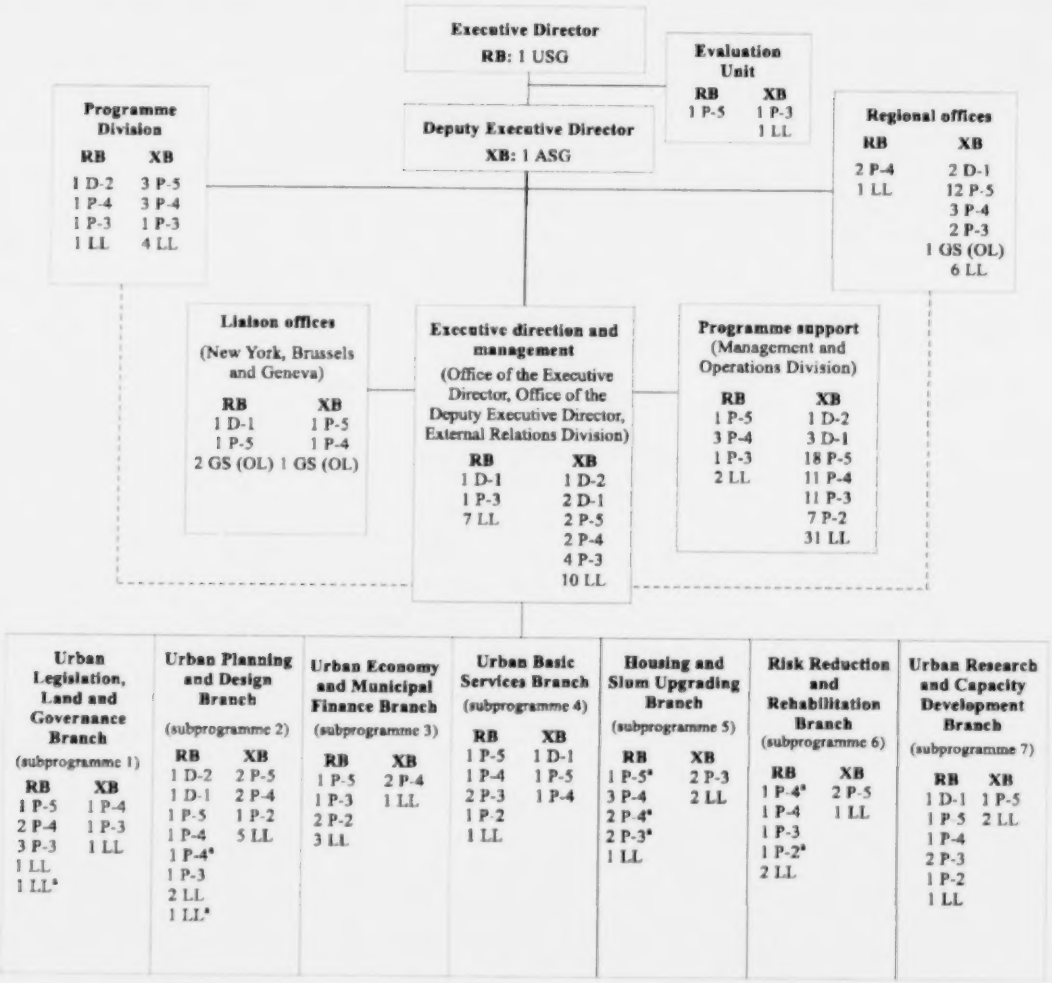
15.109 The amount of $1,724,000 would provide for seven posts (1 P-5, 3 P-4, 1 P-3 and 2 Local level) to support the implementation of mandates under the programme.

15.110 Non-post resources amounting to $35,200 would provide for travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

15.111 During the biennium 2018-2019, extrabudgetary resources amounting to $16,552,000, reflecting an increase of $7,986,200, would provide for 42 posts (1 D-2, 1 D-1, 4 P-5, 7 P-4, 6 P-3, 6 P-2 and 17 Local level) and non-post resources for consultants, experts, travel of staff, contractual services, general operating expenses and other operational requirements to provide the UN-Habitat programme of work with the administrative and operational support to deliver its mandate. The increase estimated for 2018-2019 reflects both the growth of the portfolio and changes in the way in which programme support is organized in support of the implementation of the programme. The proposed figure reflects current income and expenditure, based on the interim financial statements prepared by UN-Habitat. The strengthened approach of UN-Habitat towards programme support, based on the indirect variable costs of programme implementation, allows for clearer attribution of costs and activities and supports the scaling-up of the programme to deal with increased income. The UN-Habitat assessment of the expected portfolio and delivery in 2018-2019 reflects both the need for strengthened implementation capacity and the likelihood of additional overhead income.

Annex I

Organizational structure and post distribution for the biennium 2018-2019


Executive Director
RB: 1 USG
Evaluation Unit
RB: 1 P-5
XB: 1 P-3, 1 LL
Deputy Executive Director
XB: 1 ASG
Programme Division
RB: 1 D-2, 1 P-4, 1 P-3, 1 LL
XB: 3 P-5, 3 P-4, 1 P-3, 4 LL
Regional offices
RB: 2 P-4, 1 LL
XB: 2 D-1, 12 P-5, 3 P-4, 2 P-3, 1 GS (OL), 6 LL
Liaison offices
(New York, Brussels and Geneva)
RB: 1 D-1, 1 P-5, 2 GS (OL)
XB: 1 P-5, 1 P-4, 1 GS (OL)
Executive direction and management
(Office of the Executive Director, Office of the Deputy Executive Director, External Relations Division)
RB: 1 D-1, 1 P-3, 7 LL
XB: 1 D-2, 2 D-1, 2 P-5, 2 P-4, 4 P-3, 10 LL
Programme support
(Management and Operations Division)
RB: 1 P-5, 3 P-4, 1 P-3, 2 LL
XB: 1 D-2, 3 D-1, 18 P-5, 11 P-4, 11 P-3, 7 P-2, 31 LL
Urban Legislation, Land and Governance Branch
(subprogramme 1)
RB: 1 P-5, 2 P-4, 3 P-3, 1 LL, 1 LL[a]
XB: 1 P-4, 1 P-3, 1 LL
Urban Planning and Design Branch
(subprogramme 2)
RB: 1 D-2, 1 D-1, 1 P-5, 1 P-4, 1 P-4[a], 1 P-3, 2 LL, 1 LL[a]
XB: 2 P-5, 2 P-4, 1 P-2, 5 LL
Urban Economy and Municipal Finance Branch
(subprogramme 3)
RB: 1 P-5, 1 P-3, 2 P-2, 3 LL
XB: 2 P-4, 1 LL
Urban Basic Services Branch
(subprogramme 4)
RB: 1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 LL
XB: 1 D-1, 1 P-5, 1 P-4
Housing and Slum Upgrading Branch
(subprogramme 5)
RB: 1 P-5[a], 3 P-4, 2 P-4[a], 2 P-3[a], 1 LL
XB: 2 P-3, 2 LL
Risk Reduction and Rehabilitation Branch
(subprogramme 6)
RB: 1 P-4[a], 1 P-4, 1 P-3, 1 P-2[a], 2 LL
XB: 2 P-5, 1 LL
Urban Research and Capacity Development Branch
(subprogramme 7)
RB: 1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 LL
XB: 1 P-5, 2 LL

[a] Inward redeployment.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/70/5/Add.9, chap II)	
The Board recommended that UN-Habitat strengthen its internal mechanisms to: (a) improve the preparation, presentation and accuracy of financial statements; (b) develop its own standard operating procedure to provide guidance on the recording of and accounting for the assets that are not covered by the International Public Sector Accounting Standards (IPSAS) policy framework; and (c) ensure that all outstanding concessionary loans are reported at fair value in compliance with IPSAS provisions (para. 21).	The United Nations Office at Nairobi prepared the 2015 and 2016 financial statements in full compliance with IPSAS requirements. The standard operating procedure that covers non-serialized items was prepared by the Property Management Group for UN-Habitat, the United Nations Office at Nairobi and the United Nations Environment Programme. The calculation done by the United Nations Office at Nairobi shows that any change will be immaterial.
The Board recommended that UN-Habitat streamline the payment processes and monitor their implementation to ensure adherence to its deadline of 35 days (para. 34).	The UN-Habitat Myanmar country office has implemented a new payment target of 45 days, which is more realistic based on the Umoja requirements.
The Board recommended that UN-Habitat ensure that the assessment of its achievements is more meaningful by collaborating with the Egypt country office to ensure that the annual workplans are aligned with performance indicators, targets and baseline data (para. 40).	The Egypt country office has strengthened its project development. The office was able to share an example of a logical framework for a new project that has just been approved by the Project Advisory Group and which will be the basis of the annual workplan formulation.
UN-Habitat agreed with the Board's recommendation that it consider the possibility of speeding up the process of fixing electronic barcodes on all assets under its control in order to ensure the completeness of the property, plant and equipment register (para. 44).	UN-Habitat bought seven barcode printers for the regional offices, and all asset focal points were trained by the Property Management Unit (Receiving and Inspection) on how to use the barcode printers to assign unique barcode numbers to assets.
(A/71/5/Add.9, chap. II)	
The Board recommended that UN-Habitat develop an IPSAS benefits realization plan to ensure effective monitoring and realization of the intended benefits (para. 12).	UN-Habitat developed an IPSAS benefits realization plan based on the model provided by United Nations Headquarters.
The Board recommended that UN-Habitat improve its process of financial statements preparation to comply with the applicable financial reporting framework and ensure that material line items on the face of financial statements are supported by corresponding notes (para. 31).	UN-Habitat financial statements are prepared by the United Nations Office at Nairobi. The Office consulted with United Nations Headquarters on this recommendation and has made the necessary note disclosure in the 2016 financial statements in line with IPSAS and financial reporting requirements.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended that UN-Habitat update the project manual to conform to the requirements of the newly adopted IPSAS financial reporting framework, the requirements of results-based management and the Umoja enterprise resource planning solution (para. 36).	UN-Habitat updated its manual in line with the new requirements of IPSAS and Umoja. UN-Habitat now has a separate results-based management manual.
The Board recommended that UN-Habitat ensure that funds requests and disbursement processes to country offices are streamlined such that disbursements are made within the agreed timelines to facilitate timely implementation of implementing partner projects (para. 49).	The Umoja processes governing the payments to implementing partners have now matured and stabilized. Payments are made within a reasonable period upon receipt of expense reports from implementing partners. In addition, UN-Habitat is developing a web portal system to monitor payments to implementing partners and is working on the stabilization of Umoja to ensure timely payments to all stakeholders.
The Board recommended that UN-Habitat: (a) identify the risks that might affect project implementation in advance of the execution phase to minimize the negative effects of delaying the intended benefits for the societies involved; and (b) plan and manage the recruitment process in the field office to ensure that there is timely and adequate staffing for improved project performance (para. 54).	UN-Habitat has adopted enterprise risk management. Project risk templates are now updated with applicable procedures to mitigate and monitor the project risks, including recruitment.